

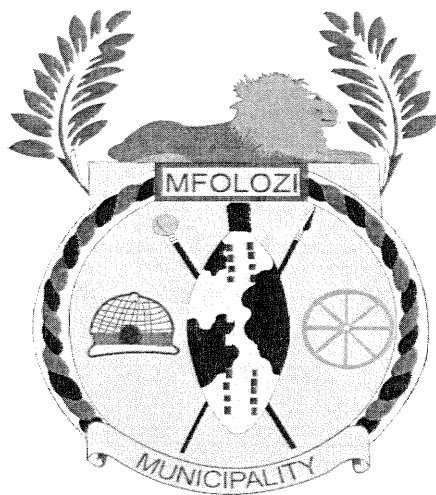
# **MFOLOZI MUNICIPALITY**

**DRAFT**

**SDBIP FRAMEWORK**

**2013/14**

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**CERTIFICATE OF APPROVAL**

**MFOLOZI MUNICIPALITY**

**CONSOLIDATED SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN  
2013 – 2014**


**Approved by The Mayor as required in Section 1 of the Municipal Finance Management Act  
(No.56 of 2003)**



\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Date

2013.05.08



\_\_\_\_\_  
Municipal Manager

\_\_\_\_\_  
Date

amunede

2013.05.08.

## **INDEX TO SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)**

**Purpose**

**Key Performance Indicators by departments**

**SDBIP (Quarterly Projections)**

**Monthly Projections of Revenue**

**Monthly Projections of Revenue & Expenditure**

**By vote**

**Cash flow (Budget)**

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## **PURPOSE**

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) is to provide a management implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager, other Senior Managers, stakeholders and the community in monitoring service delivery. It will ensure that appropriate information is available to monitor:

- The execution of the budget;
- The performance of managers; and
- The performance of the municipal as a whole

The document further provides for the annual submission of the SDBIP to Council, as required in terms of the Municipal Finance Management Act (MFMA).

## **MUNICIPAL MANAGERS'**

## **VISION**

“To improve the quality of life of all people of Mfolozi Municipality by creating an economically viable development”

## **MISSION**

The Mfolozi Municipality will strive towards providing services that will meet the needs of all people by:

- Promoting social and economic development;
- Providing and maintaining affordable services;
- Efficient and effective utilization of resources;
- Marketing the Municipality locally and globally; and
- Establishing the Municipality as a tourist destination.

## **CORE VALUES**

- Promote integrity among officials/Councillors,
- Promote transparency in its conduct of business;
- Foster a culture of commitment for service delivery in the service area;
- Ensure a spirit of cooperative governance within the municipality, and with other municipalities and spheres of governance;
- Promote a culture of carrying out functions and delivery of services to communities within the servicing area;
- Focus on clean and transparent financial management.

## **MUNICIPAL MANAGER**

An Accountable Officer as indicated in the local government legislation and responsible as Chief Executive Officer for the effective, efficient and economical operations of the Mfolozi (Mbonambi) Municipality.

The responsibility of the Municipal Manager is to:

- Promote sound and clean financial management;
- Responsible for revenue and expenditure, assets and liabilities;
- Compliance with the Municipal Finance Management Act (MFMA) No. 56 of 2003;
- Prevent fruitless/wasteful expenditure;
- Disclose all information on debts;
- Development and Implementation of the Integrated Development Plan (IDP), which consists of five development strategies.
- Further development of the Performance Management System to measure service delivery in terms of performance indicators of each Key Performance Area (KPA) under the following actions:

### **Economic Development**

LED, Local Tourism Development , Agricultural , Business and SMME Development.

### **Effective Infrastructure**

Internal Fixed Assets / Buildings, liaising with the district on matters of water, waste water and sanitation, which is the Water Service Authority Planning, Energy, Regional Solid Waste, Regional Cemeteries and Crematoria, Municipal Road and Public Transport Services, Municipal Public Works etc.

### **Integrated Environment**

Internal Fixed Assets and /Buildings, Integrated Development Planning, Land Reform, Housing, Environmental Management and Planning Shared Services.

### **Leadership Excellence**

Internal Fixed Assets and Buildings, Financial Control, Management Services, Administrative Services, Public Relations and Communications, Special Projects and Performance Management Programme fall in this category.

- Managing the Strategic Risk Management within the municipality by coordinating and facilitating actions by departments;

The Municipal Manager is responsible for the following strategic portfolios:

- Co-ordination of Operational Activities within the Municipality;
- Compliance with the Municipal Finance Management Act (M F MA);
- The Promotion of Intergovernmental Relations.

## **KEY PERFORMANCE AREA AND KEY PERFORMANCE INDICATORS**

### **1. INSTITUTIONAL DEVELOPMENT & TRANSFORMATION**

#### **KPA**

- To Embark on organization development
  - To ensure that Council has Sufficient institutional Capacity
  - Legal Compliance & Policy development
  - To Adopt set of by-laws
  - To implement Performance Management in the Municipality
- 

#### **KPI**

- Revised organizational structure for the 2012/2013 financial year
- Capacity Building programme
- Municipal systems developed
- Councilors workshop held
- Adherence to PMS requirements

### **2. INFRASTRUCTURE & SERVICE DELIVERY**

#### **KPA**

- Provision of basic service & critical infrastructure
- Provision of basic services& critical infrastructure for electricity
- Provision of basic services and critical infrastructure for housing
- To promote spatial development & appropriate land use management
- To develop appropriate offices for the municipality

#### **KPI**

- Budget allocated for infrastructure
- Electricity business plans prepared and submitted to DME
- Housing business plan prepared & submit to the department of housing
- Completed and adopted of pans: LUMS Town planning scheme
- Construction commenced

### **3. SOCIAL AND ECONOMIC DEVELOPMENT**

#### **KPA**

- To promote local economic development and poverty all evaluation
- To reduce unemployment in the area
- To formulate a local economic development strategy
- Prevention of HIV/AIDS and provision of basic health-care services
- To create save environment

#### **KPI**

- Establishment of section 21 Company
  - Number of people that have been employed though Mayoral project
  - Developed LED strategy
  - Developed HIV plan
  - Developed/ Establishment of Traffic Department
- 

### **4. FINANCIAL MANAGEMENT**

#### **KPA**

- To fully comply with all financial prescripts
- To promote sound financial Manages by Complying with the MFMA 56 OF 2003
- To have a financial plan that is transparent to members of the council
- To manage municipal finances in an efficient & cost effective manner to maximize value for all municipal resources
- To ensure that budget is aligned with the IDP

#### **KPI**

- Finance Department Functions Executed
- Quarterly reports on Financial Statement
- Adopted financial plan
- Developed budget Control System in place
- % of Capital budget spent on projects identified in the IDP

### **5. GOOD GOVERNANCE**

#### **KPA**

- To provide services of a developmental Local Authority
- To ensure that all corporate decisions programs, budget and expenditure frame work are aligned to the IDP agenda and priorities

## **KPI**

- Reviewed IDP
- Adopted Financial and approved SDBIP

## **DEPARTMENT: TECHNICAL SERVICES**

The Department: Technical Services consists of the following sections:

- Municipal Infrastructure Implementation;
- Municipal Infrastructure Operations and Maintenance;
- Planning & Development;
- Housing;
- Local Economic Development;
- Environmental Management;
- Waste Management

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## **OVERALL OBJECTIVES:**

### **Development Goals 1:**

*To facilitate the delivery of infrastructure and services, such as water, sanitation, electricity, access roads, telephones, postal services, clinics, schools, community halls, sport fields and facilities, pension payout points, police stations, housing, etc. in a sustainable manner.*

### **Development Objectives:**

- Ensure communication between the UDM and LM so that the water and sanitation needs of the LM are catered for in the UDM WSDP and that its roll-out is programmed accordingly (including operation and maintenance)
- To ensure that all municipal infrastructure is properly maintained through the preparation and implementation of a Municipal Infrastructure Service Maintenance Plan
- Implement the Municipal Integrated Waste Management Plan.
- To finalize the identification of municipal roads that need to be constructed or upgraded and prepare and implement a Municipal Roads Programme
- Prepare and implement an Indigent Policy
- Implement the Mfolozi Housing Sector Plan
- To prepare and implement an Infrastructure Services Provision Communication Strategy with roles and responsibilities of service providers in the LM, assist with the co-ordination of such service delivery
- Prepare and Implement a Municipal Community Facilities Plan
- Prepare and implement a Strategy for the use of renewable energy sources



- Review and implement Mfolozi' s Local Economic Development (LED) Plan
- In conjunction with the Department of Agriculture prepare and implement Municipal Agricultural Development Plan
- Prepare and implement a Municipal Marketing and Communication Strategy
- Plan and implement tourism projects within the framework of the Corridor Development Framework Plan
- To ensure that SMME development is catered for in the LED Plan; and that recommendations are implemented. This would include the investigation of strategies of ensuring ongoing establishment new businesses in KwaMbonambi town and retaining the existing ones

#### **Development Goals 2:**

*To ensure that an enabling environment for development in the Municipality is created; and  
To ensure the sustainable use of land and the natural environment*

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#### **Development Objectives:**

- To review the Mfolozi IDP annually
- Query the finalization of LUMS with DLGTA and implement
- Revise the Mfolozi Spatial Development Framework and implement it (include linkage to Capital Projects and incorporation of PSEDS)
- Finalize the Municipal Nodal Framework Plan and implement
  - Prepare and implement a Municipal Strategic Environmental Assessment (SEA)
  - Assist Mhlana Traditional Authority community with the launching of an Alien Plant Removal Project
- Establish Recycling Plant at the KwaMbonambi Landfill Site
  - Infrastructure must be invested in the nodes identified within the SDF, e.g. Bulk water, electricity, sewerage disposal, etc.
- Infrastructure such as a water borne sewerage system must be installed in the Primary Node of Mfolozi Municipality which is KwaMbonambi town

### **WATER SERVICE AUTHORITY**

#### **Key Performance Areas**

- Liaising with the District to give input into the Water Services Development Plan;
- Formulation of by-laws;
- Communicating council policies to the communities;
- Formulation of technical guiding principles;

### **Objectives**

- Align projects to IDP frame;
- Ensure that projects expenditure is aligned;
- Ensure that communities understand the council policies and procedure related to MIG Projects and programmes;

### **Key Performance Indicators**

- Doing project feasibility studies;
- Compilation of projects business plans;
- Formulation of by-laws;
- Communicating council policies with the public and other sectors;
- Verifying and aligning the KZN infrastructural development projects (housing and industrial);
- Giving comments to all projects received from consultant;
- Managing and updating project budgets and reporting to external funders;

## **MUNICIPAL INFRASTRUCTURE IMPLEMENTATION**

### **Economic Development**

LED, local Tourism Development, Agricultural, Business and SMME Development.

### **Effective Infrastructure**

Internal Fixed Assets/ Buildings, liaising with the district on health matters of water, waste water and sanitation, which is the Water Service Authority. Planning, Energy, Regional Solid Waste, Regional Cemeteries and Crematoria, Municipal Roads and Public Transport Services, Municipal Public Works etc.

### **Key Performance Areas**

- Planning, designing and construction of Waste Sites
- Managing free basic services with Eskom;
- Approval of building plans for external stakeholders;
- Management and operation of waste collection in town.

### **Objectives**

- Successfully implement and complete approved projects in time and within budget;
- To reduce electricity the number of indigent for free basic services

- Quality service in terms of the building plan approval and to give proper and accurate guidance related to building inspectorate function.

#### **Key Performance Indicators**

- Preparing project progress reports;
- Interpretation of drawings;
- Doing project inspections and supporting the site technicians
- Design and construction of all council's approved infrastructural projects and ensuring the following:
  - Construction methods are environmentally sound;
  - Construction methods promotes local economic development;
  - All projects meet the municipality's objectives in terms of level of service, supply areas (projects footprint), construction timeframes;
  - Project is constructed in accordance with all standard details of council;
  - Progress reports and cash flows are updated and submitted timeously to relevant committees of council and to the respective Provincial and National government departments;
  - Operations and maintenance of the Waste site.

#### **DEPARTMENT: CORPORATE SERVICES**

The Department: Corporate Services consists of the following sections:

- Administrative Services;
- Management Services (HR/IR);
- Information Technology
- Community Services;
- Library Services;
- Traffic Services;
- Disaster Management /Emergency Services;
- Public Relations;
- Performance Management Systems (Section 57 only)
- Legal;
- Registry.

## **OVERALL OBJECTIVES**

### **Development Goals**

*To promote socio-economic development and provide support to assist communities throughout the Municipality to cope with the combined impact of poverty and HIV/AIDS; and*

*To strengthen the local economy with particular emphasis on tourism, agriculture and commercial development.*

### **Development Objectives:**

- Develop an HIV/AIDS Strategic Plan for Mfolozi Municipal area, revise the plan annually and ensure it is in line with the UDM AIDS Integrated Development Strategy
  - Ensure ongoing involvement of all relevant role players, education programmes for HIV/AIDS awareness and prevention
  - Mobilise farmers in rural areas to develop a strategy for their own group of workers
  - Review and implement Mfolozi Municipal Disaster Management Plan as well as the Action Plan that goes with it
- 
- Develop a Municipal protocol by roles and responsibilities inclusive of communication channels.
  - Establish fire-fighting section in the municipality
  - Prepare and Implement a Women, Disabled and Aged Development Plan as well as Youth Policy that is in line with National Youth Strategy
  - Ensure that the Municipality employs its Procurement Policy in a manner that is sensitive to gender, youth and the disabled employs its Employment Equity Plan in a manner that is sensitive to gender, youth and the disabled
  - Create a safe & secure environment for all residents and visitors to the Municipality
  - Prepare and Implement a Municipal Crime Prevention Strategy (involvement of all relevant stakeholders) and ensure that the Strategy is reviewed from time to time

## **ADMINISTRATIVE SERVICES**

This section is responsible for smooth, efficient and effective operation of Councils processes:

### **Key Performance Areas**

#### **Committee/Secretariat Services**

This section is responsible for the compilation of agendas, minutes, reports, etc of Council, EXCO, Portfolio Committees and ad - hoc committees.

#### **Registry and Records**

This section is registry and record keeping, maintaining of all records of council.

**Councillor Support**

Support service to councillors.

**Legal Services**

Function is outsourced and provides legal guidance to council on all aspects of council's responsibilities.

**Delivery Services**

This section is responsible for the internal and external delivery and distribution of councils communication material, be it agendas, reports, letters, notifications, etc.

**Printing and Photocopy Services**

All communication material is reproduced in this section.

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**Key Performance Indicators**

- Ensure that the access to information manual is revised and updated as per legislation;
- Provision of efficient and effective General Administrative Services.

**MANAGEMENT SERVICES****Development Goal**

*To build capacity among officials and councilors to lead and manage development throughout the Municipality*

**Development Objectives**

- Prepare and implement a Workplace Skills Development Plan
- Ensure that organizational structure is aligned with the IDP
- Ensure that Municipal Bylaws are aligned with the IDP where applicable
- Develop the Strategic Communications Plan and implement it
- Draft KPI's and job descriptions for section 57's.

**Recruitment and selection**

This function is responsible for recruitment and selection of staff and achievement of the Employment Equity Plan.

**Skills Development and Training**

Formulation of the WSP and learnerships falls in to this section.

### **Human Resource Administration**

HR Administration provides a service to its internal customers and assists with issues such as benefits, leave, allowances, subsidies etc.

### **Key Performance Indicators**

#### **Human Resources Development Programme**

- Implementation of Policies;
- Skills Development and implementation.

The municipal Manager is responsible for the following strategies portfolios:

- Co-ordination of Operational Activities within the Municipality;
- Compliance with the provisions of the Municipal Finance Management Act (MFMA);
- The promotion of intergovernmental Relations.
- Development and implantation of Integrated Development Plan (IDP), which consists of five development strategies.
- Further development of the Performance Management System to measure service delivery in terms of performance indicators of each Key performance Area (KPA) under the following actions:

### **INFORMATION TECHNOLOGY**

Provides the IT infrastructure and mechanisms and align functionality requirements of the various departments and create an enabling environment for service delivery.

### **Key Performance Areas**

- E-mail and Internet Services;
- Printer maintenance and repairs;
- Network Compression equipment;
- IT Licenses';
- Back – up tapes storage off site

### **Key Performance Indicators**

- Connectivity at 90+ percent uptime of (WAN) Wide Area Network;
- To fast track the repairs of printers;
- Increase on WAN;
- License payment, support and upgrade;
- Offsite storage of daily, weekly, monthly and yearly backup tape.

## **DEMOCRACY AND CORPORATE DEVELOPMENT**

### **Development Goal**

*To ensure that the developmental mandate of the municipality is understood by all the municipality's residents, role players and stakeholders; and*

*To ensure that the Municipality, as an organization, operates effectively and efficiently in a transparent manner*

### **Development Strategies;**

- To ensure that decision making is streamlined with implementation
- Involve Tribal Authority, Ward Committees and Community Development Workers (CDW's) in the IDP processes
- Conduct IDP Road Shows
- Develop Community Participation Strategy

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## **COMMUNITY SERVICES**

Community Services is responsible for the following services:

- Library Services;
- Municipality Health Services (HIV/AIDS)
- Community & Social Services;
- Disaster Management;
- Traffic Services;
- Sports.

### **Overall Objectives**

- Provision of community services;
- Promotion of social development;
- Crime prevention and awareness campaigns;
- Community awareness on diseases HIV/AIDS;
- Co-ordination of the Disaster Management;
- Fire-fighting Services;
- Local Sports competitions/eliminations

### **Key Performance Areas**

- Fire Fighting Services;
- Disaster Management;
- Marginalized Groups (Disable, Youth, Gender etc);

- Community education and awareness on HIV/AIDS
- Facilitation on sport activities.

#### **Key Performance Indicators**

- Disaster Management services;
- Fire Fighting;
- Maintenance of a safe, healthy and hygienic environment
- Monitor and report on crime;
- Youth day celebration;
- Empowerment of disabled people;
- Educate community of HIV/Aids

#### **CONCLUSION**

The SDBIP brings together strategic plans and documents of keys deliverables against which there is assigned accountability and responsibility. The SDBIP provides a basis for performance appraisal for senior managers. It's also provides staff with clear sense of purpose of corporate goals.

#### **DEPARTMENT: FINANCIAL SERVICES**

Department: Financial Services consists of three sections:

- 11.1 Budgeting and management accounts;
- 11.2 Revenue management;
- 11.3 Expenditure, Supply Chain Management Stock and Asset Management.
- 11.4 Annual SDBIP;
- 11.5 Compilation of Annual Report

#### **OVERALL OBJECTIVES**

##### **Development Goal**

*To ensure sound Financial Management that will ensure alignment with the Municipality's IDP, in order to ensure efficient, effective and sustainable development*

##### **Development Strategies**

- Identify all debtors and prepare and implement a Debt Recovery Plan
- Develop and implement Three Year Municipal Financial Plan



- Ensure active participation by all relevant stakeholders in the budget process
- Ensure that the Budget (capital and operational) is aligned to the IDP through the preparation and implementation of the SDBIP
- Develop Integrated Capital Investment Plan

An overview of function of the finance department and analysis of each function:-

## **BUDGET AND MANAGEMENT ACCOUNTS**

### **Key Performance Area**

- Compliance with legislation and internal controls;
- Implementation and annual review of :
  - Budget policy;
  - Investment and backing policy
- Preparation of the Annual Financial Statements;
- Develop sound financial reporting mechanism;
- Insurance administration;
- Investment portfolio.

### **Objectives**

- Preparation of outcome based budget and controls;
- Preparation of Annual Financial Statements;
- Compilation of cash flow management strategy;
- Reporting to national, provincial government and council;
- Over viewing of insurance administration.

### **Key Performance Indicators**

- Co-ordination of budget process aligned to IDP;
- Submit monthly and quarterly reports;
- Production of Annual Financial Statements to comply with applicable legislation (GAMAP/GRAP);
- Review of Municipal Finance Management Act ;
- Monitor and report of the insurance administration;
- Maintain an investment register.

## **REVENUE MANAGEMENT**

### **Key Performance Areas**

- Compliance with legislation and proper internal controls;
- Develop sound financial reporting mechanisms;
- Implementation and the annual review :
  - Credit and Debt control policy;
  - Indigent policy;
  - Tariff policy;
- Monitor of all grant funding as Gazette.

### **Objectives**

- Maintain credit and debt by-laws;
- Establishment and maintenance of indigent register;
- Accurate and effective billing system;
- Enhance revenue collection of unpaid monies;
- Effective and efficient customer service;
- Ensure all grant funding received.

### **Key Performance Indicators**

- Annual revision of:
  - Credit and debt control policy;
  - Indigent policy;
  - Tariff policy;
- Improved debtors collection;
- Monthly reporting of grants;

## **EXPENDINTURE, SUPPLY CHAIN MANAGEMENT, STOCK AND ASSET MANAGEMENT**

### **Key Performance Areas**

- Compliance with legislation and proper internal controls;
- Develop sound financial reporting mechanism;
- Implementation and the annual review of :
  - Supply Chain Management policy;
  - Fixed asset policy.
- Prompt payment of creditors;
- Prompt payment of staff salaries and councilor allowances;

**Objectives**

- The implementation and monitoring of the supply chain management policy;
- Ensure accurate and timeous payment of creditors;
- Ensure accurate and timeous payment of salaries and councilor allowances;
- Ensure an asset register is maintained;

**Key Performance Indicators**

- Annual review of:
    - Supply Chain Management policy
    - Fixed asset policy
  - Submit reports per Supply Chain Management policy;
  - Monitor of the timely payment of creditors and salaries;
  - Administration of the fixed asset register;
-

Monthly Projections of Revenue by Source													
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	
	2013	2013	2013	2013	2013	2013	2014	2014	2014	2014	2014	2014	
Monthly Projections of Revenue	R	R	R	R	R	R	R	R	R	R	R	R	Total
Property rates	400 000.00	400 000.00	400 000.00	400 000.00	400 000.00	400 000.00	400 000.00	400 000.00	400 000.00	400 000.00	400 000.00	400 000.00	4 800 000.00
Property rates -Penalties Imposed & collection charges	10 000.00	10 000.00	10 000.00	10 000.00	10 000.00	10 000.00	10 000.00	10 000.00	10 000.00	10 000.00	10 000.00	10 000.00	120 000.00
Interest and Investment Income	12 500.00	12 500.00	12 500.00	12 500.00	12 500.00	12 500.00	12 500.00	12 500.00	12 500.00	12 500.00	12 500.00	12 500.00	150 000.00
Grants	25 994 000.00	1 262 000.00			24 344 000.00				24 344 000.00				74 682 000.00
Rent of Facilities and Equipment	8 333.33	8 333.33	8 333.33	8 333.33	8 333.33	8 333.33	8 333.33	8 333.33	8 333.33	8 333.33	8 333.33	8 333.33	100 000.00
Fines	41 666.66	41 666.66	41 666.66	41 666.66	41 666.66	41 666.66	41 666.66	41 666.66	41 666.66	41 666.66	41 666.66	41 666.66	500 000.00
Income from Agencies Services	0	0	0	0	0	0	0	0	0	0	0	0	0
other	43 018.87	43 018.87	43 018.87	43 018.87	43 018.87	43 018.87	43 018.87	43 018.87	43 018.87	43 018.87	43 018.87	43 018.87	516 226.44
<b>Total Revenue By Source (Balanced to Cash Flow)</b>	<b>26 509 518.86</b>	<b>1 777 518.86</b>	<b>515 518.86</b>	<b>515 518.86</b>	<b>24 859 518.86</b>	<b>515 518.86</b>	<b>515 518.86</b>	<b>515 518.86</b>	<b>24 859 518.86</b>	<b>515 518.86</b>	<b>515 518.86</b>	<b>515 518.86</b>	<b>82 130 226.32</b>



			Monthly Projections of Revenue & Expenditure by Vote																																			
			January						February						March						April						May						June					
			Opex		Capex		Revenue		Opex		Capex		Revenue		Opex		Capex		Revenue		Opex		Capex		Revenue		Opex		Capex		Revenue							
			R		R		R		R		R		R		R		R		R		R		R		R		R		R		R							
Expenditure and Revenue by Vote																																						
Department - Municipal Managers Office																																						
Vote: Executive & Council																																						
Department - Chief Financial Officer																																						
Vote: Finance																																						
Department - Corporate Services																																						
Vote: Finance & Administration (HR)																																						
Department - Planning & Development																																						
Department - Technical Services																																						
Vote: Technical Services																																						
Department - Community Services																																						
Total By Vote																																						

CASH FLOW (BUDGET) 2013/2014
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[illegible]

CASH FLOW (BUDGET) 2013/2014
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	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTALS
Financial Services													
Total Employees costs	267 712.00	267 712.00	267 712.00	267 712.00	267 712.00	267 712.00	267 712.00	267 712.00	267 712.00	267 712.00	267 712.00	267 712.00	3 212 544.00
General Expenses	834 791.66	834 791.66	834 791.66	834 791.66	834 791.66	834 791.66	834 791.66	834 791.66	834 791.66	834 791.66	834 791.66	834 791.66	10 017 500.00
Bad Debt	0	0	0	0	0	0	0	0	0	0	0	0	0
Internal Audit	66 666.66	66 666.66	66 666.66	66 666.66	66 666.66	66 666.66	66 666.66	66 666.66	66 666.66	66 666.66	66 666.66	66 666.66	800 000.00
Audit Committee	9 166.66	9 166.66	9 166.66	9 166.66	9 166.66	9 166.66	9 166.66	9 166.66	9 166.66	9 166.66	9 166.66	9 166.66	110 000.00
Bonus					185 397.00								185 397.00
Total													
Human Resources													
Total Employee Cost	205 797.75	205 797.75	205 797.75	205 797.75	205 797.75	205 797.75	205 797.75	205 797.75	205 797.75	205 797.7	205 797.75	205 797.75	2 469 573.00
Contracted Services	83 333.33	83 333.33	83 333.33	83 333.33	83 333.33	83 333.33	83 333.33	83 333.33	83 333.33	83 333.33	83 333.33	83 333.33	1 000 000.00
General Expenses	101 591.66	101 591.66	101 591.66	101 591.66	101 591.66	101 591.66	101 591.66	101 591.66	101 591.66	101 591.66	101 591.66	101 591.66	1 219 100.00
Bonus					140 535.00								140 535.00
Total													
Traffic													
Total Employer Cost	208 699.33	208 699.33	208 699.33	208 699.33	208 699.33	208 699.33	208 699.33	208 699.33	208 699.33	208 699.33	208 699.33	208 699.33	2 504 392.00
General Expenses	55 833.33	55 833.33	55 833.33	55 833.33	55 833.33	55 833.33	55 833.33	55 833.33	55 833.33	55 833.33	55 833.33	55 833.33	670 000.00
Bonus					137 612.00								137 612.00
Total													
Technical Admin													
Total Employer Cost	357 504.00	357 504.00	357 504.00	357 504.00	357 504.00	357 504.00	357 504.00	357 504.00	357 504.00	357 504.00	357 504.00	357 504.00	4 290 048.00
General Expenses	549 375.00	549 375.00	549 375.00	549 375.00	549 375.00	549 375.00	549 375.00	549 375.00	549 375.00	549 375.00	549 375.00	549 375.00	6 592 500.00
Bonus					233 110.00								233 110.00
Total													
Waste Management													
Total Employer Cost	161 178.08	161 178.08	161 178.08	161 178.08	161 178.08	161 178.08	161 178.08	161 178.08	161 178.08	161 178.08	161 178.08	161 178.08	1 934 137.00
General Expenses	25 000.00	25 000.00	25 000.00	25 000.00	25 000.00	25 000.00	25 000.00	25 000.00	25 000.00	25 000.00	25 000.00	25 000.00	300 000.00
Bonus					118 118.00								118 118.00
Total													
Executive Council													
Total Employer Cost	711 813.75	711 813.75	711 813.75	711 813.75	711 813.75	711 813.75	711 813.75	711 813.75	711 813.75	711 813.75	711 813.75	711 813.75	8 541 765.00
General Expenses	83 750.00	83 750.00	83 750.00	83 750.00	83 750.00	83 750.00	83 750.00	83 750.00	83 750.00	83 750.00	83 750.00	83 750.00	1 005 000.00
Bonus					84 656.00								84